



PRINCIPAL DEPUTY UNDER **SECRETARY** OF DEFENSE

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MEMORANDUM FOR **DIRECTOR, DEFENSE RESEARCH AND ENGINEERING**
ASSISTANT SECRETARY OF DEFENSE (ECONOMIC SECURITY)
ASSISTANT SECRETARY OF THE ARMY (RD&A)
ASSISTANT SECRETARY OF THE NAVY (RD&A)
ASSISTANT SECRETARY OF THE AIR FORCE (ACQUISITION)
DEPUTY UNDER SECRETARY OF DEFENSE (SPACE)
Attn: Mr. Davis, Rm 1E760
DEPUTY ASSISTANT SECRETARY OF DEFENSE (C3I)
Attn: Mr. Valletta
UNDER SECRETARY OF DEFENSE (COMPTROLLER)
DEPUTY UNDER SECRETARY OF DEFENSE (ACQUISITION REFORM)
DEPUTY UNDER SECRETARY OF DEFENSE (ADVANCED TECHNOLOGY)
DEPUTY UNDER SECRETARY OF DEFENSE (ENVIRONMENTAL SECURITY)
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DIRECTOR, ADVANCED RESEARCH AND PROJECTS AGENCY
DIRECTOR, PROGRAM ANALYSIS & EVALUATION
DIRECTOR, STRATEGIC & TACTICAL SYSTEMS
DIRECTOR, ACQUISITION PROGRAM INTEGRATION
DIRECTOR, DEFENSE PROCUREMENT
DIRECTOR, TEST, SYSTEMS ENGINEERING & EVALUATION

SUBJECT: Minutes of the September 19 Defense Manufacturing Council (**DMC**) Follow-up Meeting Regarding the Joint Aeronautical Commanders Group Integrated Product Team (**JACG IPT**) Transition to Best Practice Processes

On September 19, 1995, we were **briefed** by Lt. Gen. **Scofield** on the status of the Non-Governmental Standards (**NGS**) **IPT** initiative of the Joint Aeronautical Commanders Group (**JACG**). At this **meeting**, OSD and the Senior Service and Agency **representatives** endorsed the objectives of the initiative and the next step of the JACG developing detailed implementing plans. These plans will be **briefed** to **USD(A&T)** by the end of October, 1995. **Following USD(A&T)** approval, full implementation of JACG **IPT** recommendations is scheduled for December 1995. The JACG is the natural agent to facilitate this **implementation in** the Aviation business sector.

In the course of the discussions, the **attendees agreed on** specific activities to coordinate JACG and on-going OSD activities. **Further**, the interfaces **between** OSD and the JACG will be defined and kept up-to-date by Mr. **Mutzelburg** and the JACG. There was also agreement that the JACG (and other **Service** activities for specific **product areas**) would have the responsibility to develop implementing plans. OSD and **Service headquarters will** develop the needed policies.



Specific coordination personnel were identified to facilitate the integration of **OSD/JACG** activities.

I applaud the **JACG's** initiative in establishing joint **Service** performance specifications to facilitate **Industry's** desire to have a common approach across Services for the development and **qualification** of new systems and "retrofit" application to existing contracts. The importance and leverage of such **activities** as the **JACG/Industry** group in addressing the implementing approach at the "field" level cannot be overstated since it could **influence 70%** of our business base.

Again, I want to express my appreciation to **all** involved.



R Noel **Longuemare**

Attachment: September 19 DMC Meeting Minutes

cc:

Chairman, Joint Requirements Oversight **Council**

Deputy Under Secretary of Defense (Dual Use Technology Policy & International Programs)

Director, Cost Analysis Improvement Group

Deputy Assistant Secretary of Defense (Industrial **Affairs**)

Director of Investment (**OUSD(Comptroller)**)

Director, Defense Logistics Agency

Director, Defense Contract Audit Agency

Assistant Secretary of the Army (**RD&A**)

Attn: **SARD-ZP** (Room **3E661** for Dr. Oscar)

Assistant Secretary of the Air Force (Acquisition)

Attn: **SAF-AQXM** (Room **4C283**)

Minutes of Defense Manufacturing Council
Follow-up Meeting
JACG Initiative
September 19, 1995

Mr. **Longuemare** opened the meeting with some general comments about the JACG IPT being an important implementation vehicle for the DMC strategies and his desire to get us to a common understanding of the current status of the JACG initiative.

Mr. **Mutzelburg** began with an agenda chart, a meeting objectives chart and his understanding of the JACG **subpanels** and their relationship (matrix chart) to 12 **DUSD(A&T)** Policy Initiatives (see **Attachment 1**). **The Meeting** Objectives were: 1) gain **an** understanding of the JACG implementation status and **approach**, 2) **further clarify** how **all** the initiatives relate to each other and 3) propose a DMC steering mechanism for the best practice process implementation transformation and enabling the **JACG** implementation for the aviation business sector. A significant segment of the upcoming **PEO/SYSCOM/PM** Conference **will** be used to discuss implementation mechanisms for the **JACG** initiative. A suggestion was made that the "5000" rewrite status be briefed to the IPT. Attachment 1 contains charts on OSD and JACG initiatives and recommended coordination areas. Mr. **Mutzelburg** discussed these initiatives and stated his intent to show these charts again **after** the JACG briefing and to discuss coordination actions at that time.

Lt. Gen **Scofield** next briefed the **JACG / NGS-IPT** initiative findings and implementation status within the aeronautical sector (see Attachment 2). The make-up of the NGS-IPT is Government and **Industry** with six **panels** to address specific areas. Other **JACG** initiatives include **performance** based specifications: 1) Joint Engine Spec (released) and 2) Joint Structural Spec (near release). **Gen Scofield** stated the "To-Be" objective of the **NGS-IPT** initiative was a **DoD/Industry** relationship where the DoD states requirements and the Industry is **responsible/accountable** for meeting the requirements. He next went through a series of charts to define three "Orders of Business" for the JACG effort: **First Order** - Performance Based Acquisition Environment\ **Second Order** - Paths for **Implementation**, and **Third Order** - Training the **Workforce**.

The presentation of the First Order of Business evoked a positive discussion of the relation of acquisition reform initiatives to "common process facilities," the desire to replace the old specs with **performance** specs, and **the** need to **flow-down** requirements to subcontractors and suppliers. **A** process handbook **will identify** needed changes to source **selection**, process control, contractor **performance assessment**, and risk management. The Second Order of Business - Implementation **was seen to be direct** for new programs and on **a case-by-case/tailored/"retrofit"** basis for **existing programs**. Comments on the Third Order of Business - Training the **Workforce were that the** proposed training requirements and approach be reviewed by the appropriate **functions**.

Roadmaps/Schedules were next presented for the overall **effort** and the panels. A **report** back to the DMC on detailed implementing plans **will** be **scheduled** for the end of October. **The NGS-IPT** was shown to dissolve in the November **timeframe**. A suggestion was made that the PEOS should be added as an important implementation level that should be included on the charts. The last four **charts** of Attachment 2 present several **Implementing** Elements Under Consideration and three specific JACG Endorsements: 1) OSD require the exit criteria for Phase I (**MSII**) to include the support **concept**, 2) **DCMC** establish a supplier rating system for processes at contractor **facilities/sites**, and 3) OSD issue a letter addressing a streamlined block change process. It was noted **that Gen Scofield** has a presentation this week (September 21) to an **Industry** CEO meeting at **Andrews** APB.

Mr. **Mutzelburg** next put back up three charts on initiatives that need a coordination activity: 1) “Past Performance” - Ms. Preston agreed to coordinate the **JACG-IPT** panel activities and the Past Performance **Coordinating** Council activities, 2) “Block Changes” - Ms. Spector agreed to coordinate the JACG panel activities, the ISO-9000 policy **initiative** and the Acquisition Reform block change activities, and 3) “Process Maturation” - Mr. **Mutzelburg** agreed to **coordinate** the JACG Vendor Rating panel, the **IPPD self-assessment** initiative and the DMC process maturity initiative.

Mr. **Longuemare** **summarized** the meeting stating that the DMC would continue to **fully** support the JACG **IPT** implementation effort and provide coordination with other **DUSD(A&T)** initiatives.

Attachment 1: Mr. **Mutzelburg** Lead-in Charts
Attachment 2: JACG **NGS-IPT** Status Briefing Charts
